INTERNSHIP

Final Report

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Tangentia ®

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MASTER OF BUSINESS ADMINISTRATION (MBA) - PART-2

By

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ROLL NO.: 2018

Batch 2020-2022

Under the guidance of

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DECLARATION

I Amey Vishnudas Govenkar, Final year student of Master of Business Administration at Goa Business School, Goa University (Roll No- 2018), hereby declare that the project entitled "Employee Turnover effect on Tangentia India and their Retention Strategy" has been prepared by me to the best of my knowledge towards the partial fulfilment of the requirement for the award of Master of Business Administration (MBA) Degree during the period from Jan to March 2022, Under the guidance of Dr. Suraj Velip, Assistant Professor of Management Studies, of Goa Business School (MBA). I further declare that the work reported in this project has not been submitted before and will not be submitted henceforth by anyone else, either in part or in full.

 Student Signature   Signature of guide

Amey V. Govenkar   Dr Suraj Velip

Place: Bicholim, Goa   Date: 09/05/2022

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Tangentia Inc

'Tangentia' is a term coined by one of the founders at Tangentia Inc. during its infancy in 2003. It seemed like the perfect name for a consulting company that was created to provide thought provoking and innovative consulting, technology and outsourcing solutions to businesses globally.

Tangentia is a world-leading provider of digital transformation solutions. They help companies make an impact using cutting edge technology that helps them transform, grow, or bounce back in today's competitive digital landscape. Since 2003, they have worked with industry-leading companies to simplify their relationship with technology. They have been making an impact in ecommerce, across supply chains, and helped countless companies start their digital transformations. Over the years, they have built a team with diverse backgrounds, strong industry expertise and considerable international exposure.

Tangentia Inc have built a very strong practice in the Retail, Banking and Financial and Logistics sector. Their consulting is primarily focused around the IBM software stack as we are Premier Business Partners of IBM and are primarily focused on providing implementation and consulting services around WebSphere, Business Analytics, Tivoli and Smarter Commerce solutions.

Tangentia's ability to work with mid-sized companies and provide value-based solutions has not just endeared Tangentia to those Small and mid-sized companies but many Fortune 500 customers as well have begun to see the value in getting more for their consulting dollar. Our consulting credo is "We don't get paid for the hour, but for the value we deliver during the hour."

Tangentia strives to provide an employee-friendly environment in which goal-oriented individuals thrive as they achieve even more demanding challenges. Our company commitment to serving customers and to providing quality products at competitive prices is unwavering.

Tangentia is an equal opportunity employer. Religion, age, gender, national origin, sexual orientation, race, or color does not affect hiring, promotion, development opportunities, pay, or benefits. Tangentia provides for fair treatment of employees based on merit. The company complies with all applicable federal, state, and local labour laws.

Tangentia Inc also received recognition as **"GREAT PLACE TO WORK"** in year 2022 this is the best achievement for Tangentia or for any company.

Mission Statement:

"*We imagine a prosperous world, seamlessly interconnected and efficiently run by optimal use of technology and human resources sourced globally".*

Vision:

- To be among the top 5 Boutique IT consulting companies in the markets we operate in.
- To be among the top 5 preferred employers in the IT consulting business in the markets we operate in.
- To be among the top 5 Boutique IT consulting companies in terms of customer retention and customer satisfaction
- To be among the top 5 preferred partners for each of our partner companies in the markets we operate in.
- To spend 10% of net profit every year via Tangentia Foundation to provide micro credit facilities in less-developed parts of the world to entrepreneurs that would otherwise find it difficult to get credit. We believe that entrepreneurship is one of the fundamental building blocks to create a better world.

SWOT Analysis:

Strengths:

Clients from diversified markets: Tangentia has clients from diversified industries such as Banking & Financial Services & Insurance (BFSI), Retail, Consumer Packaged Goods (CPG), Telecom, Healthcare and Government. Doing business with different industries dilutes business risks of overdependence on a single market or industry.

Geographic Footprint: Tangentia has strategically expanded to geographically diversified markets throughout the globe which includes America, Canada, India and company has associates and ecosystem partners operates from 5 continent and 30+ contries. Presence in different markets region reduces business risks and creates a strong global image for company.

Established partnership network: Tangentia has established the partnership with global companies around the world. It has partnered with companies such as Soroco, Automation Anywhere, Azure, Platinum partners with IBM etc. These partnerships allow company to deliver technologically sustainable and innovative business as well as strategic solutions.

Strong portfolio of services offered: Tangentia has a strong portfolio of services and solutions offered by them which includes, Automation (RPA, AI, Blockchain), B2B (EDI, eCommerce, Supply chain), Digital and much more. Such a strong portfolio and their different services attracts various business clients to do business with them.

Weakness:

The majority of revenues are concentrated: The majority of Tangentia Inc revenues come from Europe, USA and India which is a weakness since the company is capable to any economic changes that occur in market. Company must not depend on these markets only.

Opportunity:

Digital transformation technology: The world is going digital and hence business dynamics are also changing to the digital economy. Tangentia has focused on digitally transforming itself and provide digital solutions. Tangentia should look ahead to spend more on digital transformation technologies.

Cloud-based solutions: With the advent of digital transforming technologies and fast internet connectivity. The world is moving towards cloud based solutions and as a matter of fact, the spending on cloud services is expected to grow. Tangentia have to build solid infrastructure to provide cloud-based solutions so that they get benefitted with the demand created.

Focus on emerging markets: Tangentia need to focus on emerging market for IT sector those which are expected to give good business to IT services and consultancy firms in the future. Tangentia should not fall behind when it comes to grabbing opportunity.

Acquisition of small companies: One way to expand technology would be to start to invest in small technology companies. Tangentia has recently acquired Cycloides Technology and increased their strength. Tangentia should start and continue to invest in companies that provide them with the competitive advantage of technology.

Threats:

Strong Competitors and new start-ups: There seems to be a lot of competitors in the market. When there is still competition from the existing industry players. This will eventually tend to reduce the market share for Tangentia. Many start-up companies coming up in the market can also be a threat to the company's business and intense competition leads to pricing pressures and investment in innovative technology to gain competitive advantage.

High attrition rate: The Information Technology industry has high attrition rate as employees leave for better career opportunities and higher education and also they look for proper work life balance, this increases cost in providing skill development to new employees and also impacts the image of the company.

VRIN/VRIO Analysis:

Value: The Services provided by Tangentia are valuable to the company as those are Automation/AI and also Digital Technology are getting popular day by day and they get business from many clients for this services. Also Clients and their Global presence are also valuable.

Also the revenue is valuable as it can be utilize in some other resources or in some other things to grow their business.

Rare: Strategy to hire good talent can be consider as rare since they give cryptocurrency as the joining bonus as they have other venture of cryptocurrency of their own.

Imitation: The services provided by the company can be imitated by the other firms but only well-established one can as for new firm it's not that easy to get clients.

Organizational competency: Tangentia is one of the leading company in the services they provide to their customers but need to stay like this as there are many companies already in the market and new firms are coming up. Company has better chance to stand tall in the market just need to utilize all the resources properly.

Organizational Structure:
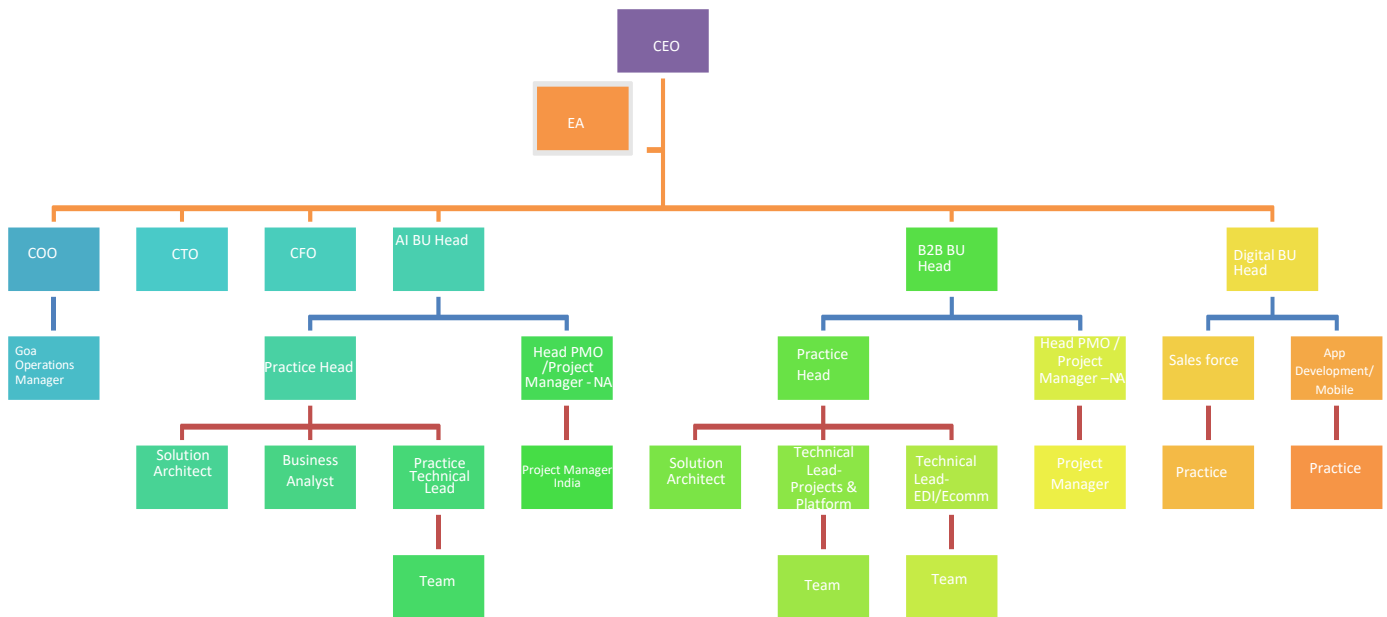
The above structure is of whole organization of the Tangentia Inc.

Structure for Shared Service:
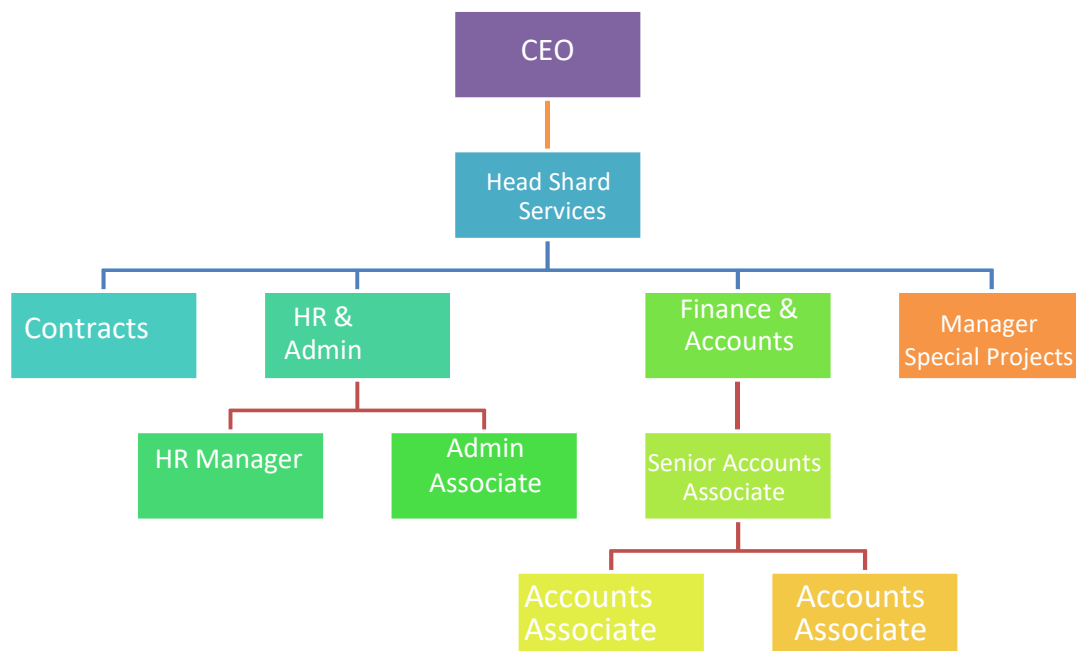
Shared Services is the department where two different department are combined that is Human Resource and Finance Department and all can report to Head of Share Service department and which is directly under the CEO.

INFORMATION TECHNOLOGY INDUSTRY

Information technology (IT) is the use of computers to create, process, store, retrieve, and exchange all kinds of electronic data and information. IT is typically used within the context of business operations as opposed to personal or entertainment technologies. IT is considered to be a subset of information and communications technology (ICT). An information technology system (IT system) is generally an information system, a communications system, or, more specifically speaking, a computer system including all hardware, software, and peripheral equipment operated by a limited group of IT users.

Humans have been storing, retrieving, manipulating, and communicating information since the Sumerians in Mesopotamia developed writing in about 3000 BC. The term information technology in its modern sense first appeared in a 1958. The term is commonly used as a synonym for computers and computer networks, but it also encompasses other information distribution technologies such as television and telephones. Several products or services within an economy are associated with information technology, including computer hardware, software, electronics, semiconductors, internet, telecom equipment, and e-commerce.

Information technology is also a branch of computer science, which can be defined as the overall study of procedure, structure, and the processing of various types of data. As this field continues to evolve across the world, the overall priority and importance has also grown, which is where we begin to see the introduction of computer science related courses in education.

Information Technology Industry in India

The Information Technology Sector is central to the nation's security, economy, and public health and safety as businesses, governments, academics, and private citizens are increasingly dependent on Information Technology functions. These virtual and distributed functions produce and provide hardware, software, and information technology systems and services, and in collaboration with the Communications Sector the Internet. The sector's complex and dynamic environment makes identifying threats and assessing vulnerabilities difficult and requires that these tasks be addressed in a collaborative and creative fashion.

Information Technology Sector functions are operated by a combination of entities often owners and operators and their respective associations that maintain and reconstitute the network, including the Internet. Although information technology infrastructure has a certain level of inherent resilience, its interdependent and interconnected structure presents challenges as well as opportunities for coordinating public and private sector preparedness and protection activities.

Information Technology in India is very big industry which comprises information technology services, consulting, and outsourcing. IT industry accounted for 8% of India's GDP in 2020.The IT and BPM industry's revenue is estimated at US$194 billion in FY 2021, an increase of 2.3% YoY..The domestic revenue of the IT industry is estimated at US$45 billion and export revenue is estimated at US$150 billion in FY 2021. The IT–BPM sector overall employs 4.5 million people as of March 2021.The Indian IT–BPM industry has the highest employee attrition rate. In recent years the industry has been witnessing skyrocketing

resignations cutting across hierarchy. As a global outsourcing hub the Indian IT industry is infamous of exploiting cheap labour. As IT–BPM sector evolves, many are concerned that artificial intelligence (AI) will drive significant automation and destroy jobs in the coming years. The United States accounts for two-thirds of India's IT services exports.

In the world economy, India is the largest exporter in IT sector. Exports dominate the Indian IT industry and constitute about 79% of the industry's total revenue. However, the domestic market is also significant, with robust revenue growth. The industry's share of total Indian exports (merchandise plus services) increased from less than 4% in FY1998 to about 25% in FY2012.

POTER'S FIVE FORCES

Bargaining Power of Buyers: Bargaining power of buyers are high. In an industry as massive as Information Technology, the term "buyers" refers to almost everyone in the world. While there are countries that are behind technologically, a majority of locations in the world have access to computers and the internet etc. Given the large number of buyers, it is safe to say that the customers control the IT industry. There are so many choices for a buyer as there are so many companies in the market and switching costs is also less, so customers can switch easily. Customers are sensitive to price, but IT products and services are necessary to the success of businesses, so they are willing to spend any amount of money to get a good product. There are typically many interactions between buyers and IT companies because of the need for training to use products, constantly upgraded technology and an abundance of advertising.

Bargaining Power of Suppliers: Although companies like Intel and AMD are a part of the IT industry, let's classifying those companies as suppliers to the IT firms. The inputs in this industry are pretty standard, with differences being speed, memory etc. Though the inputs are standard, new companies find it difficult (not impossible) to enter this industry as a supplier because of the existing relationships between current suppliers and IT firms, the ever changing and improving technologies of the world and the intense rivalry between existing players. IT firms are very important to suppliers because they are their primary customers, but suppliers are even more important to buyers (IT firms). Suppliers are not "locked" into deals with specific firms (contracts exempt), but most of the relationships between the firms and suppliers in this industry are well established, and these suppliers would most likely not want to end their relationships with firms in the first place.

Threat of New Entrants: Threat of new entrants is moderate as IT industry is relatively attractive to newcomers because of its rapid growth and appealing customer base but at the same time, the industry is unattractive to newcomers because of the cost advantage large-scale incumbents possess, the significant amount of capital a new firm would need, and the major established brands already in the industry. Any newcomer in this industry can expect a strong retaliation from existing players, which is a major reason this industry is not too attractive. Better way for a new entrant to enter in this field and to be successful would be if they have an out of box idea for a product or service to provide. Overall, the IT industry isn't very attractive, but it is routine and profitable enough that attracts lot of people try and enter it.

Threat from Substitutes: There is not much of a threat from substitutes to the IT industry, mostly because there aren't true substitutes. We live in a digital age, so we rely on IT to run our lives and businesses. An example of a substitute would be a scientific calculator, but to compare the two is a stretch. Nothing can really replace all that computers do for us as a society and also every customers has different expectation from product or services so everything can be unique.

Rivalry among Existing Firm: Information Technology industry is known for its rapid growth, effectiveness and competition. A main reason why many new entrants are not successful is the intense rivalry between existing players. Large companies in this industry benefit from economies of scale, which is valuable and something they try very hard not to lose. Products in this industry are well branded and tend to have a strong customer base. Market share is between existing players are unevenly distributed, who are often in various kinds of legal and advertising battles with one another and also the products and services provided by them are different and unique.

PESTLE ANALYSIS

Political Factors

The political situation in any country can affect the business of IT industry. The government forms rules and regulations for the IT industry and make the policies to introduce the IT industry in different departments of the government. It can also help to grow the IT industry in the private sector. It is also necessary for the government to adopt policies for the use of software and social media and keep it on the right track. The government can make its use perfect and useful for the people and prevent to use for unsuitable purposes or for the crimes. The government forms the taxation policy to implement on this industry and it can earn good revenue from IT industry. The political stability in any country can help to grow this industry and it is used in various departments to make the work easy and quick. It has brought all of the departments and companies closer together with the use of internet and people can do most of their works in short time. You can do various financial transactions in short time and also now any one can get and fill important documents to online platform these things are possible because of IT industry and their services, government should make rules and regulations for proper use of internet and different websites.

Economic Factors

IT industry has left grave effect on the economies of the countries. Now people can know and detect the economic recession, contract availability, competition and the deposit of fee. Now most of the countries prepare their budgets by collecting data of their different departments through use of internet and check the economic situation. They can also judge the income and expense of every department and also check their working output to analyse the suitability of the departments. Countries and their leaders can compare their budget with the previous budgets and analyse how much amount was spent on any department and what did they get from it. IT has made all of the works easy and quick now people can save time and energy and they can manage their working or business well.

Social Factors

With the use of internet, people can know about their rights on workplace or as a citizen and they can share their views with others people on the same. Now people also can raise different issues or concern on social media and get the solutions of their problems. They also use different sites to know about jobs and the companies, in which they can try to get the job. People have skills and they can look for most appropriate job according to their education and skills. They can talk with people of different countries and can do many more things doing business and taking it on online platform so all can know about it.

Technological Factors

IT industry has developed great impact on the lives of people and economy of the country. Now people have mobile phones and they can make contact with each other. They can call, send SMS and use social media networks to contact with others. The number of IT users is increasing every day and they use smart phones for different purposes. IT tools and equipment's are used in different businesses and it has made work easy and you can do in short time. The computer aided designs in architecture are essential for making designs of the buildings for domestic and commercial use and not only this but now a days vehicle are also automated. The software technologies brought revolution in all departments of life and various new software are available in the market and the users do not bother to complete their work without any tension or difficulty. Hardware and OS technology is also available in the market and it is used in different fields of life.

Environmental Factors

There are different issues of environment and its protection and they gained prominence. The increasing use of IT equipment is threat to the environmental balance in the whole world and it is great danger for the sustainability of life and nature. Mobile phones are basically cordless phones and they receive phone calls and SMS through waves and these waves are heavy and dangerous for the health of people and also animals. The mobile phone operating companies have installed the signal towers, which receives and send the waves when the calls are made. The excessive use of mobile phone has made life dangerous and people are suffered from different diseases also and as we can say today that some birds are also getting extinct because of the waves/ Radiation.

Legal Factors

The spread of IT industry needs implication of some necessary rules and regulations, which can make its use regular and under law. The IT tools are used for different illegal activities and terrorists use different social media sites to convey their message and there was not proper arrangement to tackle their phone calls and messages. The illegal use of IT service and different sites should be banned under strict cybercrime regulations. In most of the developing countries, IT technology is used for various illegal activities. However, various developed countries have controlled the massive illegal use of phone and internet and now calls and SMS are traced. They introduced rules and regulations against these cybercrimes and they also create awareness among their people against cybercrimes.

Brief about Tangentia:

The Tangentia Inc is still growing as already mentioned that company is operating from Canada, USA and India, in India there are offices in two places one in Goa and One is in Trivendrum Kerala, but they are growing rapidly so they are coming up with their new offices or branches in other states of the country so they are hiring the new talent and also some experience people for the job and this hiring process is going at rapid pace. So there are some issues happening while hiring as is that single person is applying for multiple positions so it gets little difficult to shortlist the candidates and some candidates who went through the interview process and did not get selected they also apply again.

Company is also ask other consulting firm for recruitment and they share the candidate list as well but most of the time candidate don't join the interview set for them so like this time also gets wasted of every one. For fresher's company does the campus recruitment as well but sometimes colleges don't go ahead with proposal because of less compensation. And sometimes candidate gets selected after interview process but they don't join if they are getting better compensation at some other places.

So this are some of the problem I understood till now but IT sector has lots of problem when it comes to hire the new talent or while retaining their existing talent to run the business smoothly and to be in strong position in the market.

Employee Turnover effect on Tangentia India and their Retention Strategy

Introduction:

Today the Information Technology sector is one of the fastest growing sectors in India and Productivity or Performance is a very important for every organization. Productivity of any firm is affected by many different factors one of which includes employee turnover. Employee turnover is considered to be most challenging issues in any business this days. Employee turnover is a major problem among most companies worldwide, specially in low paying jobs and now a days mostly in the IT firms as there are many players in this industries and employee has lot of options for the job change. Due to Employee Turnover employer finds it very difficult to maintain their operations stable and to keep performing. For any IT firm human capital is most important so to keep going in the competition in this market organisations have to look into employee turnover matter and have to do something to retain their best talent. Every firm is trying something or the other to attract the best talent like sky-high compensation packages and benefits. So the present study is to find what are the causes and factors which is responsible for employee turnover and how they can retain their best talent.

The term "turnover" is defined by Price (1977) as: the ratio of the number of organizational members who have left during the period being considered divided by the aver- age number of people in that organization during the period.

Abassi et al.(2000)Employee turnover is the rotation of workers around the labour market; between firms, jobs and occupations; and between the states of employment and unemployment.

Cascio (2003) perceived retention as initiatives which the management takes to prevent employees from leaving the organization.

Statement of the problem:

The purpose of this study is to examine the Employee turnover and its effects on Tangentia India. Employee Turnover is a major problem in IT sector which increased during COVID-19 pandemic. Reasons behind this include employees seek for a work-life balance which is difficult to achieve in IT sector, salary issues, issues in training and development of employees in new trends in technology, growth of their career. This has led to high cost to the company which is detrimental for their businesses and as per observation "Tangentia India" is following similar trends. There has been resignation almost every month in the company for some or the other reason I observed this from the time I have joined as intern. It takes lot of time for the company and their human capital to hire new employee in place of that and it also cost them and also their productivity gets slower as new person takes time to understand things properly. Therefore, causes and factors of employee turnover needs to be address at the earliest. This study is to examine the various causes and factors affecting the Employee Turnover in Tangentia and also study its impact. This study also focuses on Retention Strategy of Tangentia and to provide the suggestions to improve the same.

Literature review:

J. Vijayakumar , Dr. Navaneetha Kumar , Mr. R. Nagarajan (2012); The paper has clearly revealed the importance of delivering a great employee value proposition as one of the best ways to retain the talents in the Indian Information Technology Industry. The study also shows that variables like conflicts avoided among employees, company rules and regulations made to benefit employees, employee satisfaction in working conditions, marital status play an important role in employee retention. The study shows the importance of employee retention and also how it is a strategic need of the organization thereby should be deemed to extend beyond the traditional people management domains. Talent development and nurturing shouldn't be considered as just as an administrative or procedural requirement but must be considered important strategy wise.

Vibha Gupta(2013); The research focuses on recruitment and retention challenges that the IT/BPO industry currently faces and examines ways to reduce high turnover rates among first year Employees. The research findings imply that employees need manageable workloads, support and recognition from their co-workers and management, and opportunities for growth and innovation. Most of the organizational issues were identified to be structural or technical problems that were supposed to be corrected or adjusted by organisation's administration. But this study shows the factors affection employee attrition are softer factors related to organizational culture, inconsistent shift timings and motivational factors. This study shows how these issues can be rectified with changes in workflow patterns, more efficient tracking systems, better training procedures, or more selective hiring practices.

Journal of Business and Management – Vol. 20, No. 2, (2014); In this particular finding author found that the attraction of a 'higher salary' was the top ranked reason for an employee to leave a company for almost all the IT employees, regardless of gender and age and also apart from that 'higher portfolio', and 'higher company-brand-name. This study focuses on two major problems, recruiting and retaining high value employees. This study found that when given a choice between higher portfolio and higher company brand name, the female employees gave preference to higher portfolio. It was also found that young employees were wanting to change their jobs more frequently due to their desire to reach higher on the professional ladder in short time. It was also found that lucrative offers from competitive companies made the employees think about changing from their existing company. The study also revealed that the employees were much more concerned with their career development.

Dr. Manisha Purohit, IOSR Journal of Business and Management (Apr. 2016);This paper explains some causes of high employee turnover, who it affects the most, and ways companies can decrease employee turnover in order to cut hidden costs. Organizations in India must give serious thought to what drives employee commitment. This study found that dissatisfaction with work or working condition, the working hours, workload and work schedules, incentives, salaries and the facility provided to the workers not being up to the marks were the major reasons behind why most of the industries faced the problem of turnover. This study reveals that most of the IT companies even the top most companies are facing turnover due to many factors. The most important of all is compensation, because plenty of opportunities are there in the market for experienced, well qualified employees if they switch over to other companies and they will pay more.

Research Gap:

This study examines Employee turnover and its effects in Tangentia India. This study focuses only on one specific company that being Tangentia India rather than the entire IT sector as a whole. This study focuses in the causes of Employee turnover and the factors affecting it and its impact on Tangentia India. This study also focuses on the Retention Strategy, how does it differ from other companies and suggestions on how it can be improved.

Research Objective:

1. To examine the causes of Employee Turnover in the company.
2. To analyse the factors affecting Employee Turnover in the company.
3. To study the impact of Employee Turnover on the company.
4. To study the Retention Strategy of Tangentia India.

Research Questions:

1. What are the causes of Employee Turnover in the company?
2. What are the factors affecting Employee Turnover in the company?
3. What are the impact of the Employee Turnover on the company?
4. What are the Retention Strategy of the company?

Research hypothesis:

H_0: Gender has no relation with Reason for Leaving Job.

H_1: Gender has relation with Reason for Leaving Job.

H_0: Tenure doesn't have correlation with employee satisfaction.

H_1: Tenure has correlation with employee satisfaction.

H_0: Age doesn't have correlation with employee satisfaction.

H_1: Age has correlation with employee satisfaction.

Research Methodology:

a. **Data Period:**
The project study is conducted in the span of 16 weeks' time period which is from January 2022 to April 2022. Exit interview data of last two years 2020 and 2021.

b. **Sampling and Sample Size:**
The sampling population will be the staff of the Tangentia India from their different department of the company.The sample size for this study consist of 40-50 employee currently working in the company to study 'Factors' affecting the employee turnover in the company and sample size for Ex- Employees will be 60-70 to study the causes for leaving their job. Structured questionnaire will be used for the data collection of current employees and the exit interview data will be used for data collection of ex-employees.

c. **Sources of Data:**
Primary Data Source:
For data collection to find factors affecting the Employee Turnover, questionnaire was prepared containing various questions related to the same and was given to the current employees.

Secondary Data Source:
Exit Interviews of ex-employees was used as a data source to find out the reasons behind them leaving their jobs. Other required was obtained from company databases and departmental heads.

Retention Strategy of the company can be both primary and secondary data source. Primary data source in terms of Retention Strategy will be observation. Secondary data source for the same will be data from company, various departments and company website. To study more Retention Strategies and compare it with Tangetia various research papers, articles and websites were reviewed.

d. **Tools and Techniques:**
For collecting data structured questionnaire with close ended questions will be used that provide employees with an answer format which is easy to answer and also east to analyse as it focuses on systematically summarising the data and trying to generalise it. Scale which will be used to answer the questionnaire is Likert scale which can be considered to be Interval-level which will be used to ask the respondents to state their agreement with a statement. To make it more specific a five-point scale will be used to allow the respondents to rate their agreement from Strongly Disagree to Strongly Agree then the Likert items are averaged for analysis. The data collected will be represented in tabular as well as graphical form. To establish clear understanding and to know the role of factors multiple correlation will be used to correlate a set of variables. Chi Square will be used. Other tools which will be used are Normality test, Weighted Average method and other useful tests as required.

Learnings and skills developed:

About my learnings during the period of past 4 months in the company Tangentia is that got to know about the recruitments like the process of recruitment, learned about how to shortlist the candidates for the interview and also learned about how on-boarding of the selected candidate to be done but it's not same always as every company use different techniques in the process. Recruiting specially the Technical recruiting as Tangentia India is Information Technology firm so they have many different technology so we as HR needs to know all the basics of the technology how it works. About leave polices like what kind of leave employee gets and how many they gets and then what holiday's company gives. They about payments and deduction like they operate from India and Canada so in India payment is deposited to employee at end of the month and in Canada its every 15 days and deduction vary based on every region or local jurisdiction. And about how company practice employee engagement activity.

Also learned about work culture of company, Tangentia encourages diversity while hiring the employees as they hire people from every part of country as company is operating in India and India has diversified culture and treat everyone with respect and in company there everyone help each other to grow in their careers. Can say company understands work life balance as they practice hybrid work system like work from home and have to come in office for two days and weekends are off so that employee gets time to do other things. Very friendly environment in company and management can be easily approachable for any help and there is Internal Complaint Committee present if any employee is facing any violence or difficulty while working.

About skills developed during this period is how to speak with different people working in firm or with new candidates and also how to send or write formal emails to people working in company. Also developed skill of time management like how to distribute time to each task to complete it.

Also learned about how to manage work load and how to keep track of the work and to plan work as in the company every employee practice short term plan of weeks, than quarterly plans. This practice is good as you have your clear focus on what to do and how to go ahead to complete the tasks and also due to this learned about time management. Sometime mistakes happens with an individual's so as intern mistakes happens from my end also and have to listen to shouting of your reporting managers, so this has built one more quality of learning things from your mistakes and correcting that this quality always help's one individual in growing in the career. Most importantly leaned about how to communicate professionally within the company and also with others.

Analysis:

<u>Causes of Employee Turnover</u>

Exit interview data was collected from the company documents and it had around 69 peoples responses and this are from Goa office.

Number of Employee left (in two years)			
	Male	**Female**	**Total**
	50	**19**	**69**
Percentage	**72.46%**	**27.54%**	**100%**

The above table shows total number of Male and Female employees left the company in year 2020 and 2021. It shows that out of total people left, Male employees are more with 72.46% than the female employees with 27.54%.

	Year 2021	**Year 2020**
Employee Left	**48**	**21**
Average Employee Employed	**115**	**58**
Employee Turnover Rate	**41.73%**	**36.20%**
Male Employee (Left)	**35 (72.91%)**	**15 (71.42%)**
Female Employee (Left)	**13 (27.08%)**	**6 (28.57%)**

Above table shows number of employee left in 2020 and 2021. In the year 2020, 21 people left the company and turnover rate was 36.20% and from that 21 people 15 were male and 6 were female and in the year 2021 48 people left the organisation for various reason and turnover rate were 41.73% which was higher than the previous year 2020. From that 48 employee 35 were male and 13 were female.

Sr.No	Factors	X	W	XW	XW/∑W	RANK
1	Better Opportunity	12	5	60	2.142857	**3**
2	Career Growth	13	6	78	2.785714	**2**
3	Health Issue	8	4	32	1.142857	**4**
4	Personal Reason	7	2	14	0.5	**6**
5	Remuneration	15	7	105	3.75	**1**
6	Futher Study	8	3	24	0.857143	**5**
7	Other	6	1	6	0.214286	**7**
Total		**69**	**28**	**319**	**11.39286**	
Weighted Average Method.						

To know the main cause of employee turnover in the company weighted average method is used(weights was listed before gathering the responses). So seven factors were is considered for the study and each factors is given some weight (as "Remuneration" is given weight as 7 which is highest and "Other" is given as 1).

So the most affecting factor to employee turnover in the company is can be seen as Remuneration with the average of 3.75 and followed by Career growth and then Better opportunity.

Contingency Tables

Contingency Tables **(Chi Square- Gender/Reason of Leaving)**

Gender (2)		Better Opportunity	Health Issue	Career Growth	Personal Reason	Remuneration	Futher Study	Other	Total
				Reason					
Male	Observed	9	5	10	5	13	3	5	50
	Expected	8.70	5.80	9.42	5.07	10.87	5.80	4.35	50.0
Female	Observed	3	3	3	2	2	5	1	19
	Expected	3.30	2.20	3.58	1.93	4.13	2.20	1.65	19.0
Total	Observed	12	8	13	7	15	8	6	69
	Expected	12.00	8.00	13.00	7.00	15.00	8.00	6.00	69.0

χ^2 Tests

	Value	df	p
χ^2	7.34	6	0.290
N	69		

Nominal

	Value
Contingency coefficient	0.310

Chi square test was performed to check if there is any association between Gender and the reason of leaving the job.
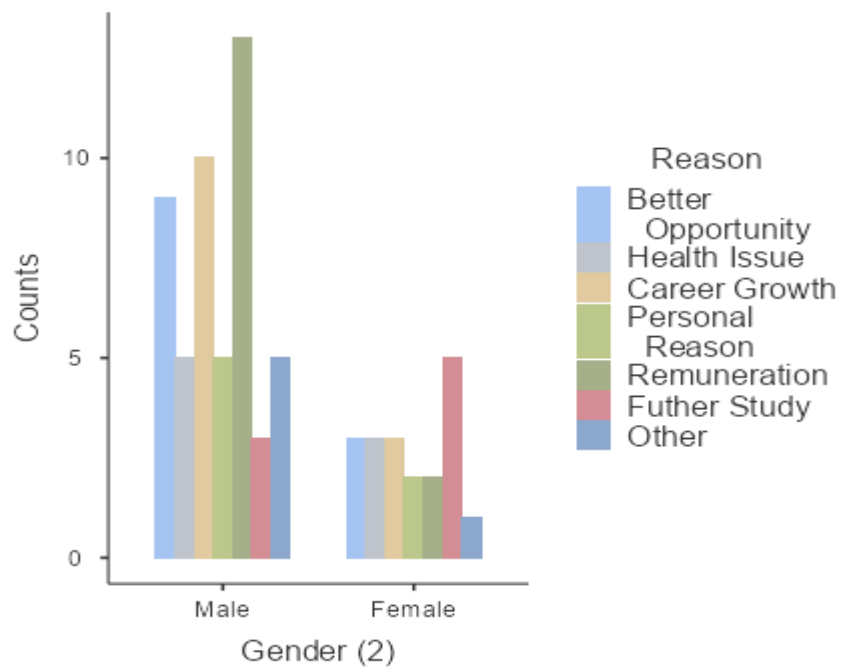
It was found that there were not much significant differences between Male and Female in the reason for leaving the job. But there is a difference in two reason one is Remuneration which is higher than expected in male side and Further studies is higher than expected in female other reasons has not much differences.

## Important Factor and Employee Satisfaction

To check what factors might affect the employee turnover in the future. Also to know what are the factors employee think which is important for better employment opportunity and if employee are satisfied. Questionnaire were circulated with the employee and around 44 responses were gathered.
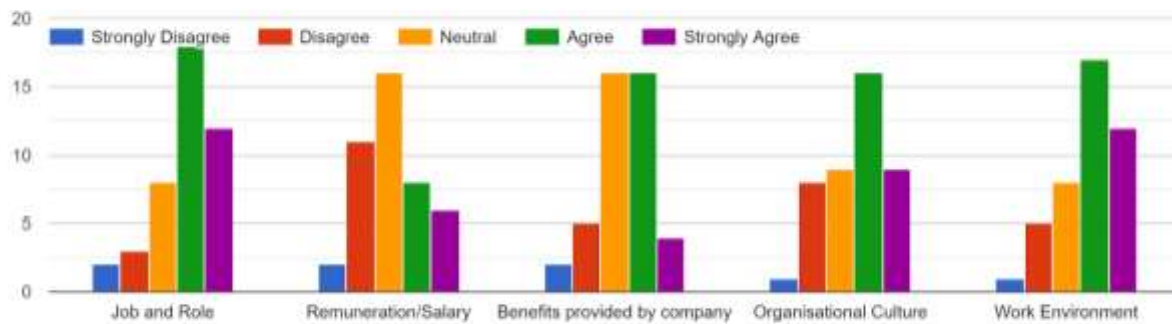
Employee Satisfaction:

Descriptives

|	Employee Satisfaction
N	44
Missing	0
Mean	3.50
Std. error mean	0.136
Median	4.00
Mode	4.00
Sum	154
Standard deviation	0.902
Variance	0.814
Minimum	1
Maximum	5
Skewness	-0.398
Std. error skewness	0.357
Kurtosis	0.280
Std. error kurtosis	0.702
Shapiro-Wilk W	0.886
Shapiro-Wilk p	< .001

Employee Satisfaction
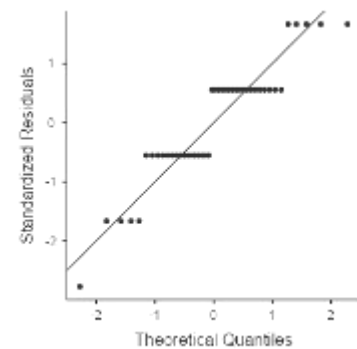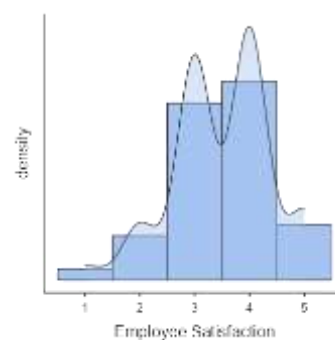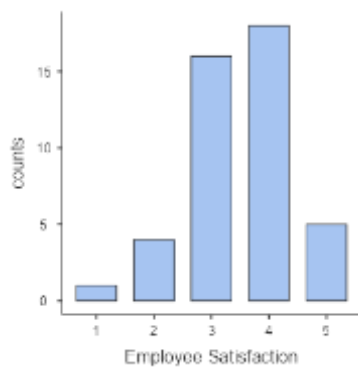
So as we can see the mean of the average of employee satisfaction is 3.50(Table.1) which means most of the employee are just agreeing that they are satisfied with everything they got or getting right now from the company. Where as we can see in Bar-Graph that for remuneration employee are being mostly neutral or they Disagree.

Mode is 4 which means most of the responses are as Agree (1- Strongly Disagree & 5- Strongly Agree) and also we can see that the data is not normally distributed.

Expected Elements:

	[Company Profile]	*[Work Culture]*	*[Monetary Benefit]*	*[Career Growth]*
Mean	4.090909	4.204545	4.045455	4.204545
Standard Error	0.111771	0.143865	0.165638	0.176828
Median	4	4	4	5
Mode	4	5	5	5
Standard Deviation	0.741406	0.954294	1.098721	1.172942
Sample Variance	0.549683	0.910677	1.207188	1.375793
Kurtosis	-1.12148	1.687519	1.26106	1.294201
Skewness	-0.14822	-1.27292	-1.30568	-1.5049
Range	2	4	4	4
Minimum	3	1	1	1
Maximum	5	5	5	5
Sum	180	185	178	185
Count	44	44	44	44

Mean is almost same for all element that is 4 which means most respondent have filled their expectation as high. Standard deviation is higher for career growth so it means there is higher expectation value than any other Element.
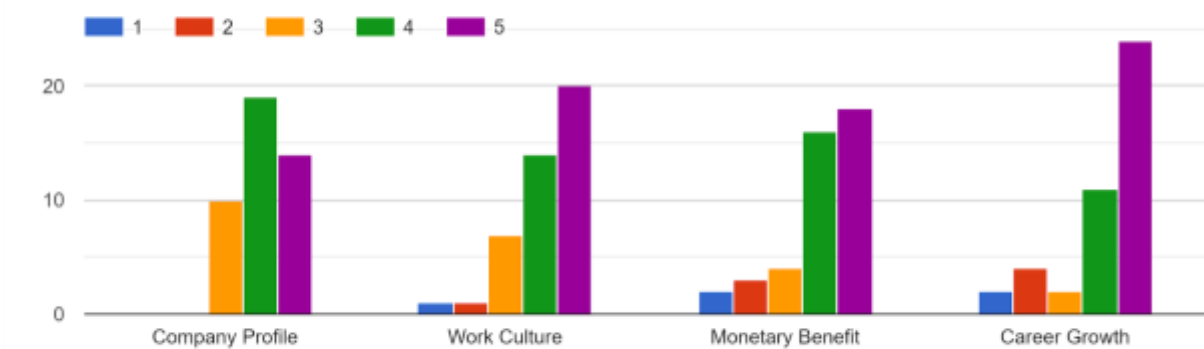
The above Bar-Graph tells us that Career Growth is the most expected element which employee think is important for better employment opportunity in the organization. So company must focus more on career growth of the employee, then we can see Work Culture and Monetary benefits which employee thinks as important element.
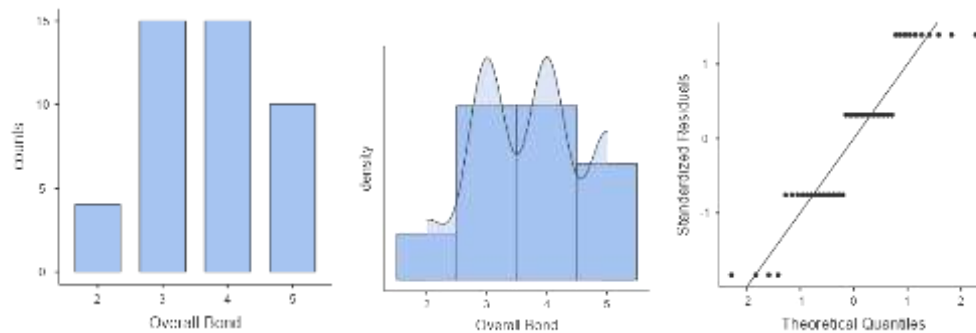
Bond:

Descriptives

	Overall Bond
N	44
Missing	1
Mean	3.70
Std. error mean	0.140
Median	4.00
Mode	3.00 [a]
Sum	163
Standard deviation	0.930
Variance	0.864
Minimum	2
Maximum	5
Skewness	-0.0888
Std. error skewness	0.357
Kurtosis	-0.867
Std. error kurtosis	0.702
Shapiro-Wilk W	0.874
Shapiro-Wilk p	< .001

[a] More than one mode exists, only the first is reported

The mean is 3.70 which from which we can say that the employees bond with their all colleagues (Practice Head, Manager and others) is good.

The normality test tells that the data is not normally distributed.

Correlation:

Correlation between Age and Satisfaction:

	Age	*Satisfaction*
Age	1	
Satisfaction	-0.0797338	1

There is a negative correlation between the Age and the Satisfaction of the employee. As age increases employee become less satisfied with everything you provide.

Correlation between Tenure and Satisfaction:

	Tenure	Satisfaction
Tenure	1	
Satisfaction	-0.28141	1

There is a negative correlation between the Tenure and the Satisfaction of the employee. As tenure increases employee become less satisfied with everything you provide.

So we can say that there is a significant relation between the demographic detail and satisfaction of employee.

Other Factor for Satisfaction:

Some more factors were considered like shift timing, appreciation from head, plans of further study and if grievance are addressed on time or not.

	YES	NO	Maybe	Total
No. of Responses	32	8	4	44
Percentage	72.72%	18.18%	9.09%	100%

Table. 1(Shift Timing)

Above table shows the responses for Shift timing. As we can see 72.72% employee are happy with the shift timing, 18.18% are not happy and 9.09% said maybe.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
No. of Responses	11	19	9	3	2
Percentage	25%	43%	20.45%	6.81%	4.54%

Table.2 (Appreciation from Head)

Table.2 shows data for head of the employee appreciates their work or not. So 25% employee Strongly agree that their head appreciates their work 43% employee Agree, 20.45% employee are neutral on that statement and around 11% employees disagree that their head appreciates their work.

	YES	NO	Maybe	Total
No. of Responses	6	26	12	44
Percentage	13.63%	59.09%	27.27%	100%

Table.3 (Further Study)

The above table shows 13.63% employee are planning for their higher studies, 27.27% may be go to study further and 59.09% said they are not planning for further studies. Employee who said yes or maybe might leave the firm for further study.

	YES	NO	Maybe	Total
No. of Responses	22	7	15	44
Percentage	50%	15.90%	34.09%	100%

Table.4 (Grievance)

Around 50% employee said their grievances are addressed and solved immediately, where as 34.09% employee says that maybe their grievance are handle and solved on time and 15.90% employee said No.

Problem Face by Company: because of Employee Turnover

Due to employee turnover in the company, problems that company faces is their **productivity decreases** which affects their goals which are set by them like if client has given some deadline to give project that deadline might increase due to employee who left.

Also the Moral of other employee comes down as their workload increases and some time they have to work for more time to meet the projects deadline so that the company meet their set goals at the end and sometime taking new employee also don't help because they take time to get use to new things and environment so load of work remains same on the employee.

Other problem that is faced by the firm due to employee turnover is recruiting cost and time, recruiting cost gets very high sometime as they pay to the Job boards for advertising and also to advertise on the advertising tools and software. Also company have some consultant they have to pay them also to hire. And all of this takes lots of days and time of the individuals who are into the process till candidate is hired.

And as the company is in IT service business Time and productivity is more important to the company as they have to meet the deadlines of the projects and they have to give quality product or services to their clients. Also sometimes due to workload and extra working it affects the health of other employee in the company.

Retention Strategies:

First of all company provides proper work life balance to the employee as employee have to work for five days in a week from which 2 days are work from home which gives them time to spend with their family, friends. Also you have flexibility of 1 hour to take breaks while working.

Also Company provide health insurance to the employee and their family (Wife and children), and give employee the joining bonus after completion of probation period as some amount of Crypto Currency. Also full time employee can get loan from the company.

Company also gives vacation leaves to the employee which is 15 day leave per year. Company always welcome suggestions from their employee during the discussion. There is also a free communication flow in the company like any employee can talk with higher management people directly and has friendly work environment and culture, you can call everybody by their names.

Conclusion and Recommendation

There is employee turnover in the company and the rate of employee turnover is increased by 5% in the year 2021 that from year 2020 in the company also found that more male employee leaves the company then the female employee. Also we got to know that Remuneration, Career Growth and due to lack of Better Opportunity employee are leaving and joining the other company and some other reason are health issue and to go for further studies.

We also found that employee in the company are mostly Satisfied with all the things they get from the company but we also saw that Remuneration/Salary they are getting is what mostly people are not happy with and it might lead to employee turnover.

So from the study found that for most of the employee Career Growth, Work Culture and Monitory Benefits are most important element for better employment opportunity.

Age and Tenure have negative correlation with the employee satisfaction as study tells that as age of the employee increases they get less satisfied with the things they get from the company and also as tenure with company increases they get less satisfied with the things company provide.

Most of the people are happy with their shift timing they are working in. Also found that heads of the departments Appreciates the work done by the employee and also grievance are also addressed and solved immediately. Study found that almost 40% employee might leave and go for further studies.

Study also found that due to employee turnover effects moral of employee and productivity it gets down and which further effects profitability of the business then there is high cost for hiring new employing and training them. Also I found that people who are working in night shift don't have sufficient place to stay. Company provide different things to retain their force as they provide proper work life balance, health insurance for employee and loan from the firm to employee who need's.

It is therefore recommended that company should try to increase salary of the employees as this is one of the major factor, also recognition to employee for their achievement and also department heads must appreciate employee not only for their work done but also should appreciate their efforts they are putting, chance of advancement and growth in the career. As this are the most common reason people leave and also employee who are working want the same thing from their employer. Company can also provide Pick up and Drop facility to their employee so that people who are working in night shift and want to go home can go as there is improper facility to stay.

References:

For company details:

- Tangentia Inc Website: https://www.tangentia.com/
- News articles from web
- Own observation

For industry details:

- Articles from different websites.

Appendix

This is the questionnaire prepared to find Factors which employee think are important. Link for the same is provided below.

https://docs.google.com/forms/d/e/1FAIpQLSfBiwQkcxfGAz1f154nZalU3xwqda-xzkLUWMf-C37d2MV5BA/viewform?usp=sf_link